

# **STRATEGIC PLAN**

## **2015 → 2020 → 2030**



**Boynton Beach, Florida**  
**June 2015**

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# **STRATEGIC PLANNING FOR THE CITY OF BOYNTON BEACH**

# Strategic Planning Model for the City of Boynton Beach

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **BOYNTON BEACH: OUR COMMUNITY VISION**

# ***Boynton Beach: Our Community Vision***

To be a **BEAUTIFUL** <sup>(1)</sup>

**COASTAL CITY** <sup>(2)</sup>

with an **ENERGETIC DOWNTOWN** <sup>(3)</sup>

and **DIVERSE NEIGHBORHOODS**, <sup>(4)</sup>

providing **DISTINCTIVE ART EXPERIENCES**, <sup>(5)</sup>

**FUN OPPORTUNITIES** <sup>(6)</sup>

and **POSITIVE CLIMATE FOR ECONOMIC DEVELOPMENT**, <sup>(7)</sup>

while creating a **SUSTAINABLE FUTURE**. <sup>(8)</sup>

# *Boynton Beach: Our Community Vision*

## **PRINCIPLE 1**

### **BEAUTIFUL**

#### **► Means**

1. Attractive, distinctive and personally inviting gateways and entrances to Boynton Beach
2. Well designed, well maintained streetscapes and medians
3. Architectural designs and theme(s) of enduring value
4. Public art throughout the City
5. Green open space with shade throughout the City
6. Well maintained City infrastructure, facilities and buildings
7. Well maintained flowering plants, shrubs and trees in commercial areas and mixed use developments
8. Tree canopied streets and landscape buffers
9. Public fountains and water features

## **PRINCIPLE 2**

### **COASTAL CITY**

#### **► Means**

1. Board walk with amenities along the Intracoastal linked to Mangrove Park
2. Quality beach with convenient parking, areas for picnics, restaurant(s) and access to water taxi
3. Reputation as a destination for boating, fishing and seafood
4. Preservation of fishing and boating – closest access to the Gulf Stream
5. Active working marina with easy access to the Intracoastal System and the Atlantic Ocean
6. Opportunities to enjoy year round outdoor activities
7. Active marine industry and tourism
8. Major sporting destination retail for water based activities

### **PRINCIPLE 3**

#### **ENERGETIC DOWNTOWN**

##### **► Means**

1. Focal point for the Boynton Beach community
2. Sustainable mixed used development with enduring design and character that is transit oriented 15 floors
3. FEC commuter rail station
4. Walkable and pedestrian friendly district
5. Center for City government
6. Variety of top quality, sustainable housing opportunities: types, prices and ownership/rental
7. Offices for professional services
8. Variety of nightlife with restaurants and live entertainment businesses
9. Unique, locally owned shops and retail

### **PRINCIPLE 4**

#### **DIVERSE NEIGHBORHOODS**

##### **► Means**

1. High quality schools with a variety of educational programs
2. Well designed, well maintained neighborhood infrastructure: City and HOA's
3. Consistent code enforcement with compliance
4. Well maintained homes regardless of size or value with residents taking responsibility
5. Sidewalks for neighborhood walkability and connectivity
6. Well lighted neighborhoods that contribute to feeling safe
7. City working collaboratively with neighborhood associations and HOA's
8. Safe with residents feeling secure at home and in the neighborhood
9. Access to shopping for daily necessities



## **PRINCIPLE 5**

### **DISTINCTIVE ART EXPERIENCES**

#### **► Means**

1. Destination for artists: to live, to display and to grow
2. Unique murals throughout the City
3. Public art throughout the City
4. Events and festivals celebrating arts and culture
5. City partnership with non profit organizations and businesses (e.g. kiln, foundry and etc.) to support local artists
6. Galleries for displaying and selling art
7. Business to support the art community
8. New developments incorporating arts in their projects

## **PRINCIPLE 6**

### **FUN OPPORTUNITIES**

#### **► Means**

1. Top quality parks with amenities
2. Variety of recreational programs for all generations
3. Athletic fields for recreation and tournaments
4. Opportunities for live entertainment: music, comedy, theater
5. Strong community and neighborhood events and festivals for residents and visitors to enjoy
6. Public golf course
7. Marina, boat/kayak/canoe launches providing access to the waterways, Intracoastal Waterway, Atlantic Ocean
8. Safe bikeways
9. Community theater with quality performances

**PRINCIPLE 7**  
**POSITIVE CLIMATE FOR**  
**ECONOMIC DEVELOPMENT**

► **Means**

1. Variety of quality job opportunities for residents
2. Support for business start up
3. Successful Quantum Park for business growth
4. New businesses focusing on medical manufacturing, technology related, marine based and aerospace
5. Successful, locally owned retail businesses
6. Regional destination for shopping
7. Support for home offices and home based businesses (non retail and non manufacturing)

**PRINCIPLE 8**  
**SUSTAINABLE FUTURE**

► **Means**

1. Parks with trails, access to waterways and a nature center with programs and activities
2. Successful water conservation and reuse system
3. Protection of Boynton Beach's environment and natural resources
4. High performance building designs and practices incorporated into City buildings and facilities, mixed use developments, new buildings and new homes
5. Greenways/Blueways and trails connecting the City and Region
6. Preservation of wildlife with opportunities for residents and visitors to observe
7. Walkable and bikable city with trails, paths and bike lanes

***BOYNTON BEACH CITY GOVERNMENT***  
**MISSION AND SERVICES**

# ***Boynton Beach City Government Mission and Services***

To create a **SUSTAINABLE COMMUNITY**,<sup>(1)</sup>  
by providing **EXCEPTIONAL MUNICIPAL SERVICES**,<sup>(2)</sup>  
in a **FINANCIALLY RESPONSIBLE MANNER**<sup>(3)</sup>

# *Boynton Beach City Government*

## *Our Mission*

### **PRINCIPLE 1**

#### **SUSTAINABLE COMMUNITY**

##### **► Means**

1. Balancing personal livability, environmental stewardship, economic opportunity and community building
2. Anticipating issues/problems and opportunities that are critical in shaping the future
3. Growing and expanding the City's tax base for sustainable funding of City services, facilities and infrastructure
4. Preserving the community for future generations
5. Investing in the City's and community's future
6. Making the right decisions based upon what is best for the community for the long term
7. Keeping the focus on long term return on investments
8. Preserving Boynton Beach's history and heritage
9. Increasing quality of life for residents
10. Preserving the natural resources and environment

### **PRINCIPLE 2**

#### **EXCEPTIONAL MUNICIPAL SERVICES**

##### **► Means**

1. Providing municipal services based upon community and customer needs
2. Listening to, striving to understand and having compassion for the customers' situation, needs and concerns
3. Educating and informing the community on City finances, services, programs and activities
4. Providing high quality City facilities, infrastructure, buildings and aesthetics
5. Providing employees with the tools and resources to effectively provide the services
6. Knowing the "best practices" and "best of class" service delivery and applying them to Boynton Beach when appropriate
7. Providing easy, convenient access to City information, services, programs and facilities
8. Addressing the customers' concerns in a timely manner
9. Evaluating the services and processes and making changes to improve the delivery of municipal services
10. Sustaining a reputation for "GREAT" customer service

## **PRINCIPLE 3**

### **FINANCIALLY RESPONSIBLE MANNER**

#### **► Means**

1. Providing appropriate resources to support defined City services and service levels
2. Providing adequate resources to maintain City facilities, equipment, technology and infrastructure
3. Maintaining reserves consistent with City policies and accepted national standards
4. Using debt in a responsible manner to fund future projects-one time expenses
5. Providing competitive compensation and benefits
6. Hiring and retaining a top quality City workforce
7. Maintaining a strong bond rating
8. Developing, updating and implementing a strategic planning process
9. Delivering City services in the most cost effective, efficient manner

# ***Boynton Beach City Government Municipal Services***

**No Choice**

**Govern the City**

**Manage Public Records**

**Plan and Manage Storm Water System**

**Plan For, Respond To and Recover From an Emergency**

## **Choice for Daily Living**

**Enforce Laws and Ordinances**

**Plan, Build and Maintain Roads and Bridges**

**Provide, Treat and Distribute Water**

**Collect, Treat and Dispose Wastewater**

**Plan for the City's Future**

**Regulate Land Uses and Development Quality**

**Prevent and Suppress Fires**

**Provide Emergency Medical Services and Transport**

**Collect, Dispose Solid Waste**

**Distribute Reclaimed Water**

**Patrol the Community**

**Manage Traffic Flow and Control**

**Stimulate Economic Growth/Create a Positive Climate for Business Investments**

**Seek Compliance/Enforce Housing and Nuisance Codes**

**Operate and Maintain a Library for Lifelong Learning**



# **Quality of Life for Livability**

## **Support CRA**

**Plan, Build and Maintain Sidewalks, Bikeways and Trails**

**Plan, Build and Maintain Parks: Active and Passive, Community and Neighborhood**

**Recycle Solid Waste: Residential and Commercial**

**Fund City Lights**

**Review and Approve Plans, Inspect Buildings**

**Preserve the Environment and Natural Resources**

**Provide Recreational Classes, Programs and Activities**

**Plant, Trim Trees and Landscaping**

**Operate Beach Park**

## **Community Add Ons**

**Plan, Build and Maintain Streetscapes and Medians**

**Maintain and Operate Community Centers**

**Plan, Build and Maintain Athletic Fields**

**Operate and Maintain a Senior Center**

**Offer Senior Transportation Services**

**Sponsor Children's School House Museum**

**Preserve Boynton Beach's History and Heritage**

## **Other City Services**

**Inform the Community: Residents and Businesses**

**Support, Fund Community Events Support**

**Support Kinetic Art**

**Operate and Manage Cemeteries (3)**

**Operate and Maintain the Links at Boynton Beach**

**Support Community Events Sponsored By Others**

**Operate and Maintain Pool**

**Sponsor and Support Public Art**

**Operate Arts Center**

**Support, Fund Community Organizations**

**Operate and Maintain the Tennis Center**

***BOYNTON BEACH CITY GOVERNMENT***  
**CORE BELIEFS**

# ***Boynton Beach City Government Core Beliefs***

**We, the management team of the Boynton Beach  
City Government, commit to:**

***PERSONAL INTEGRITY AND HONESTY,***<sup>(1)</sup>

***PRODUCTIVITY,***<sup>(2)</sup>

***TEAMWORK,***<sup>(3)</sup>

***RESPECT,***<sup>(4)</sup>

**and *SERVING OTHERS.***<sup>(5)</sup>

# *Boynton Beach City Government Core Beliefs*

## **BELIEF 1**

### **PERSONAL INTEGRITY AND HONESTY**

#### **► Means**

1. Doing the right thing when no one is looking
2. Taking responsibility for our decisions and actions/inactions
3. Acting in a professional and ethical manner
4. Delivering on our commitments and promises
5. Providing verified, accurate information
6. Treating others in a fair and equitable manner
7. Taking responsibility for mistakes and learning for next time
8. Being dependable and reliable
9. Bring ideas for solutions, not just problems

## **BELIEF 2**

### **PRODUCTIVITY**

#### **► Means**

1. Completing assigned tasks in a timely manner and meeting deadlines
2. Doing the right job right the first time
3. Giving a 100% effort-doing our best, going the extra mile
4. Developing and applying new knowledge and core competencies
5. Doing your "homework" and coming prepared
6. Looking for and implementing ways to reduce costs and increase productivity
7. Taking pride in our services and products-willing to put your name on it
8. Having an open mind and a willingness to try a new idea
9. Taking the initiative and being a self-starter
10. Taking care of and maintaining your equipment and work space
11. Thinking creatively and thinking outside of the box then taking innovative actions - willingness to take calculated risks

**BELIEF 3**  
**TEAMWORK**

► **Means**

1. Keeping the "big picture" and team/City goals in mind
2. Focusing on "we" not "I", "us" not "me"
3. Sharing resources with others
4. Being willing to help others be successful and asking for help from others
5. Keeping team members informed-no surprises
6. Celebrating team successes and recognizing the contributions of others
7. Understanding the services and responsibilities of other departments and work units
8. Learning from setbacks without blaming or finding fault
9. Working together in a collaborative manner
10. Cooperating with others
11. Looking out for the "best interests" of the City and the community
12. Knowing your role and responsibilities as a team member

**BELIEF 4**  
**RESPECT**

► **Means**

1. Acting in a kind, courteous manner
2. Actively listening to others and striving to understand their message
3. Knowing our role and responsibilities and respecting the role and responsibilities of others
4. Respecting diverse personalities and traits
5. Following the chain of command
6. Praising in public, criticizing in private
7. Being an enthusiastic ambassador for the City
8. Showing up on time - respecting the time of others
9. Supporting other team members, team processes and protocols

## **BELIEF 5**

### **SERVING OTHERS**

#### **► Means**

1. Listening to and striving to understand others
2. Having a passion to serve others
3. Acting in a friendly, courteous and positive manner
4. Providing fair, equitable service - impartial
5. Appreciating and valuing the customer
6. Providing a timely response
7. Making decisions in your area of responsibility
8. Solving the problem or finding the person who can
9. Looking for ways to say “yes” to others
10. If you must say "No", taking the time to explain
11. Acting in an ethical and professional manner



# **CITY OF BOYNTON BEACH PLAN 2015 – 2020**

# ***City of Boynton Beach***

## ***Goals 2020***

**Great Neighborhoods: Safe, Affordable And Livable**



**Energetic Downtown: Focal Point For Boynton Beach**



**Growing Jobs And Business Opportunities**



**High Performing City Organization**



**Positive And Exciting Boynton Beach Image: "Curb Appeal" To Reputation**

# Goal 1

## Great Neighborhoods: Safe, Affordable And Livable

### OBJECTIVES

1. Remove blighted structures, buildings and homes
2. Reduce crime rate and increase the residents' feeling of personal safety and security
3. Revitalize the Heart of Boynton both CRA and non CRA areas
4. Upgrade the cleanliness and appearance of each neighborhood
5. Strengthen the working relationship and partnership between the City and neighborhood associations
6. Incorporate green and sustainability features in new developments and homes

### MEANS TO RESIDENTS

1. Protection or enhancement of property values
2. More housing and neighborhood choices
3. Keeping Boynton Beach affordable for the workforce
4. Feeling safe and secure
5. More reasons to make the choice to live in Boynton Beach
6. City working in partnership with residents and neighborhoods

## **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Consistent and supported code compliance
2. Quality of public schools and the impact on the Boynton Beach community
3. Following through and implementing the Heart of Boynton (HOB) Plan
4. Removing blighted structures
5. Keeping Boynton Beach affordable for the workforce
6. Police gaining and maintaining public trust and support while performing an unpopular societal function
7. Changing and diversifying community demographics

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Tapping the market for large, higher end rental units in developments with amenities
2. Collaborating with social service agencies to address homelessness, addiction and mental illness
3. Lack of affordable rental units combined with rising rents and stagnant wage levels
4. Realtors image and marketing of Boynton Beach
5. Emergence of sober houses and associated challenges of fraud, human exploitation, addiction, etc.
6. Senior population aging in place-in their homes
7. Citizens understanding the City's legal authority
8. Limited multi modal transportation options and auto dependent City layout

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1.1 Ocean Breeze East Development	Top Priority
1.2 Cottage District Development	Top Priority
1.3 Complete Streets Policy	
1.4 Comprehensive Homeless Strategy and Action Plan	
1.5 Model Block Development	
1.6 MLK Corridor Revitalization	
1.7 Annexation: Palmyra	

**CRA ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1.1 Ocean Breeze East Development	Top Priority
1.2 MLK Corridor Revitalization	Top Priority
1.3 Model Block Development	Top Priority
1.4 Cottage District Development	Top Priority
1.5 FEC Corridor Improvement Project	High Priority

**MANAGEMENT ACTIONS 2015 – 2016**

1.8 Code Compliance Report	Top Priority
1.9 Future Land Use Map: Clean Up Ordinance	Top Priority
1.10 FEC Corridor Improvement Project	Top Priority
1.11 Comprehensive Plan/Evaluation Appraisal Report	
1.12 Integrated Water Resource Master Plan	
1.13 Sober Homes: Impact Analysis, Best Practices	

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Police Adopt a Cop Program
2. CRS/NFIP Modifications
3. Smart Water Program: Expansion (22 Neighborhoods)
4. 2016 Celebration of Conrad Pickel
5. HOB Wells Avenue Research
6. Police Leading Awesome Youth (PLAY): SOP
7. Recreation Programs/Events Sponsors: Monthly Event
8. Historic Preservation Events and Awards

## **MAJOR PROJECTS 2015 – 2016**

1. Reclaimed Water System: Phase 1 – Projects
2. High Point Reuse Expansion Project
3. Tennis Center: Light Poles Replacement
4. Tennis Center: Restrooms (ADA)
5. North and South Federal Highway Entry Way Signage
6. Ocean 500 off Site Pipe Upsizing (Developer Driven)
7. Harbor Estates Water, Wastewater and Stormwater Upgrades
8. Stormwater Upgrades
  - A. N.W. 1<sup>st</sup> and 2<sup>nd</sup> Street
  - B. HOB
  - C. Venetian/Treasure Isle
  - D. N.E. 20<sup>th</sup> Avenue
9. Model Block Water and Sewer Improvements
10. Water Treatment Capacity: Upgrade
11. Central Seacrest Phase II Neighborhood Utility Improvement Project
12. SW 23<sup>rd</sup> Avenue Stormwater Improvements: Design
13. Silverwood Estates Forcemain Extension (Developer Driven)

## **ON THE HORIZON 2016 – 2020**

1. FEMA Flood Maps: Update
2. Oyer Park Pier Replacement
3. Land Development Regulations (LDR): Storage Unit
4. Land Development Regulations (LDR): Group Homes and Seasonal Rentals
5. Federal Highway Corridor Redevelopment
6. LDR Amendment Future Land Use/Zoning (used CRA Master Plan)
7. Mobile Vending Ordinance
8. Workforce Housing Ordinance
9. LDR: Gas Station
10. Sara Sims Park Development
11. Annexation: West Boundary/North and South Federal Highway
12. Rental Property Registration and Inspection
13. Education Initiative: Partnership with Schools and Businesses
14. Red Light Cameras
15. Minimum Single Family Landscape Standards: Code
16. Storage of Landscape Materials: Direction, City Code Amendments

**ON THE HORIZON 2016 – 2020**

*(Continued)*

17. Sidewalks: Service Level, Direction, Projects, Funding Mechanism
18. Canal Maintenance Policy, Service Level, Public/Private Funding Mechanisms
19. HOB Plan: Review, Next Steps
20. Drug Abuse: Action Plan and Funding
21. Seacrest Redevelopment: Vision, City Role, Funding, Contributions
22. MLK Redevelopment: Direction, Funding
23. Ocean Breeze Development: Direction Funding
24. Affordable Housing: Evaluation, Direction, City Action
25. Casa del Mar Development
26. City Owned Stormwater Facility Landscape Upgrades: Funding
27. C16 Canal Control Structure Relocation (Septic Tank Phase Outs): Avondale Pines Annexation (Lake Work Drainage District)

# Goal 2

## Energetic Downtown: Focal Point For Boynton Beach

### OBJECTIVES

1. Develop a commuter rail station surrounded by transit oriented mixed use development
2. Increase Class “A” Office
3. Build a new City Hall and Civic Complex, which is an architectural icon of enduring value
4. Develop mixed-use projects with 15 higher vertical density floors at several critical locations
5. Strengthen the link of Downtown and the Intracoastal Waterway System
6. Increase the number and diversity of restaurants

### MEANS TO RESIDENTS

1. Pride in Boynton Beach Downtown
2. More reasons to go to or live in Downtown
3. Convenient access to and parking in Downtown
4. Walkable area connected to the Intracoastal Waterway
5. Quality residential options for living in a beautiful urban environment with great amenities



## **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Determining the direction and use of the Old High School
2. Beautifying corridors: Boynton Beach Boulevard and Federal Highway
3. Prioritizing and funding City projects and incentives for development: Town Square
4. Having events and festivals that market Downtown Boynton Beach
5. Overcoming negative perceptions of the City based upon bad or out dated information
6. Addressing access and parking issues short term and long term
7. No reason for residents to go Downtown – limited activities, restaurants, bars, entertainment

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Agreeing on a vision and goals for Downtown
2. Property owners not willing to work with the City and CRA, with unrealistic asking price for their properties
3. Stimulating private sector investment and closing the deal/signing the development agreements
4. Competition from Downtowns in other cities
5. Linking Downtown to the water
6. Breaking ground on major developments
7. Attracting the "right" businesses in the Downtown area and appropriate mix of retail shops and restaurants
8. Property owners who do not maintain, invest in their property, or do anything
9. Securing the commuter train station and breaking ground on the site
10. Lack of greenway or nature trail through Downtown

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
2.1 Town Square Development	Top Priority
2.2 Old High School: Direction	Top Priority
2.3 Consolidated CRA Plan	High Priority
2.4 Community Policing in Downtown/HOB	High Priority
2.5 Downtown Parking: Land Acquisition, Structure	High Priority
2.6 Clean and Safe Program	

**CRA ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
2.1 Consolidated CRA Plan	Top Priority
2.2 Downtown Parking: Land Acquisition, Structure	Top Priority
2.3 Clean and Safe Program	Top Priority
2.4 Arts Area on Ocean Avenue: Assistance to Property Owner	High Priority

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Arts Area on Ocean Avenue: Assistance to Property Owner
2. All Aboard Florida
  - A. Quiet Zone Agreement
  - B. Quiet Zone Construction

**MAJOR PROJECTS 2015 – 2016**

1. Marina Building: Demolition
2. East Ocean Avenue Lighting Project
3. 4<sup>th</sup> Street Parking: Construction

**ON THE HORIZON 2016 – 2020**

1. FEC Commuter Rail Train Station (Tri Rail Coastal Link)
2. Downtown Greenway (FEC Corridor): Concept Plan
3. One Boynton Mixed Use Development
4. Woolbright TOD
5. Boynton Beach Boulevard Roadway Beautification: Project, Funding
6. Quantum TOD
7. Downtown Study: Status, Direction, Projects, City Actions

# Goal 3

## Growing Jobs And Business Opportunities

### OBJECTIVES

1. Create a positive environment for business investment
2. Expand the commercial tax base for the City
3. Maintain/enhance relationship with economic development partners
4. Continue to increase business investment in Boynton Beach
5. Continue reputation as a "business friendly" City with simple and streamlined development and permitting processes that are predictable
6. Increase the number of "targeted" businesses: medical manufacturing, aerospace, marine based technology related
7. Increase high speed internet to support businesses

### MEANS TO RESIDENTS

1. Job opportunities near home
2. Positive climate to start and grow a business
3. Expanded commercial tax base reducing the tax burden on single-family homeowners
4. Shopping and employment convenience-more leisure and personal time
5. Entrepreneurial spirit in Boynton Beach
6. Sustainable future protecting the environment and natural resources

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Having shovel ready projects
2. Recruiting the "right businesses" for Boynton Beach
3. Lack of City Commission teamwork creating a negative image
4. Lack of Class "A" office space
5. Increased competition in recruiting new businesses and industries requiring funding from the City
6. Competition from other cities in Palm Beach County, the region and other states

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Retaining and growing current local businesses
2. Tapping the growth in medical sciences and manufacturing in Palm Beach County
3. Boynton Beach brand image and experience
4. Limited land and office space available for major business development
5. Lack of access and affordability of high speed internet infrastructure
6. Missing the economic recovery

### **POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
3.1 1 Ocean Avenue: 1 <sup>st</sup> Class Hotel Development	Top Priority
3.2 City Economic Development Program	High Priority
3.3 Hospital Area Rezoning for Medical Officer	

### **CRA ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
3.1 1 Ocean Avenue: 1 <sup>st</sup> Class Hotel Development	High Priority

### **MANAGEMENT IN PROGRESS 2015 – 2016**

1. Small Business Development Program
2. New Business Guide: Development
3. Development Atlas: Update

### **ON THE HORIZON 2016 – 2020**

1. New Resident Guide: Development
2. Economic Development Marketing Video: Development
3. Boynton Beach Mall Site Potential Redevelopment Plan
4. Online Permitting and Information
5. Certificate of Use Amendment: Policy Direction
6. Community Use of Wi Fi
7. Mall: Design, Business Development
8. Major Corporation Attraction: Direction, City Actions

# Goal 4

## High Performing City Organization

### OBJECTIVES

1. Build the capacity of the City organization through employee development and training
2. Develop effective advocacy for the City Government
3. Reform pension system
4. Build new City Hall and Police Headquarters
5. Upgrade information technology both hardware and software
6. Maintain financial reserves consistent with City policies and national standards
7. Implement City Climate Change Action Plan through projects, plans and City operations

### MEANS TO RESIDENTS

1. Service value for their taxes and fees
2. High level of customer service from City government
3. Timely response to a call for service: emergency and non emergency
4. Reliable delivery of City services necessary for daily living
5. Services delivered by high trained, professional City workforce

## **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Deferred maintenance of City infrastructure and buildings needing major maintenance, repairs or replacement
2. Maintaining competitive, market based compensation for City employees
3. Limited revenue options for City government with slow increase in tax revenues
4. Balancing funding today's City operations with investing in the City's future, including facilities and infrastructure
5. Funding for long term financial sustainability of pensions
6. Decreased Federal and State of Florida funding sources
7. Rising costs of City government: raw materials, healthcare (15%), litigation
8. Increasing elderly population impacting demand for City services, especially EMS and recreation

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Aging equipment and vehicles needing replacement
2. Undertone of distrust of staff
3. Aging information technology infrastructure near or at end of life, resulting in operating inefficiencies
4. Customer expectations of "instant" services and higher levels of service from the City
5. Actions by the State of Florida impacting city finances, services and operations
6. Competitive and sensationalized media with less accurate information
7. Continued eroding of Home Rule authority
8. Increasing number of public records requests
9. Increasing population and maintaining service levels

**POLICY ACTIONS 2015 – 2016**

- 4.1 Police Headquarters Building
- 4.2 Police/Fire Services Study
- 4.3 City Hall
- 4.4 Fire Service Agreements
- 4.5 Oceanfront Park Parking Fees
- 4.6 P25 Radio System Upgrade

**PRIORITY**

High Priority
High Priority

**MANAGEMENT ACTIONS 2015 – 2016**

- 4.7 Pension Reform
- 4.8 Labor Contracts: Fire
- 4.9 Americans with Disabilities Act (ADA) Compliance
- 4.10 Sewer Board Supervision Direction

Top Priority
Top Priority

**MANAGEMENT IN PROGRESS 2015 – 2016**

- 1. Stormwater Conveyance GIS Mapping
- 2. Fire Equipment Replacement Plan
- 3. Golf Equipment Replacement: Funding
- 4. Departmental Strategic Plans
- 5. Police Reorganization
- 6. Banking Services
- 7. Police “Career Track” Program

**MANAGEMENT IN PROGRESS 2015 – 2016**

*(Continued)*

- 8. Advisory Boards Review
- 9. Electronic Packets for Candidates
- 10. Electronic Patient Care Reporting
- 11. BenTek: Implementation
- 12. Fire Suppression Project (IT)
- 13. Recreation and Parks: Reorganization
- 14. Disaster Recovery for IT: Revision
- 15. City Website: Development, Deployment:
- 16. ITS Strategic Plan: Update
- 17. City’s Teleworks IVR System: Replacement
- 18. Police Quarter Master System
- 19. Employee on Site Medical Clinic
- 20. “State of the City”: Enhancement
- 21. Risk Master: Reconfiguration
- 22. Communications Audit (by Department)
- 23. Government Transparency: Action Plan
- 24. GIS Strategic Plan: Update
- 25. Police Customer Service Survey
- 26. Police Field Training Program (Sergeants)
- 27. Police Early Warning System
- 28. Recreation and Parks: Re-Accreditation
- 29. AP on Communications: Review and Emergency Management Communications Plan
- 30. Online Storage of Social Media Outlets: Research
- 31. e Mail Newsletter
- 32. Customer Service Action Plan: Implementation Utility Billing Presentment and System



## **MANAGEMENT IN PROGRESS 2015 – 2016**

*(Continued)*

33. Fuel Management System
34. Public Records Software Program
35. Video Meetings and Events: Contracting Review
36. Employee Health Long Term Care: Education
37. Automated Time Management System (Utilities and Solid Waste)
38. Managements Orientation Program
39. Human Resource Policy: Review
40. Cemetery Mapping
41. Supervisory Training Program
42. Comprehensive Review of Human Resources Policy
43. Citywide Diversity Awareness Training
44. Library Digitization: Southwest Florida Library Information Network (SEFLIN)
45. Long Term Utility Optimization and Master Plan
46. Landfill Closure: Study and Plan
47. Education Initiative Team: Mission, Project
48. Classifications: Review

## **MAJOR PROJECTS 2015 – 2016**

1. Golf Course Bunker Renovation
2. Landfill Cap Repair
3. Accessible Non Motorized Vessel Launch Facility Purchase and Installation
4. Raw Water Main – Segment C
5. Utility Facilities Landscaping
6. Lift Station 317 Upgrade
7. Lift Station 309 Upgrade
8. West Water Plant Membrane Replacement
9. Phone System: Upgrade

## **ON THE HORIZON 2016 – 2020**

1. Golf Course: Feasibility Study for Family Course
2. Library Space Repurposing: Meeting Rooms and Small Private Study Spaces
3. Employee Recognition Program
4. Police/Fire Records Management System
5. Street Signs Retro Reflectivity Replacement Program
6. Golf Course Study: Clubhouse and Courses
7. Enterprise Resource Planning System: Evaluation, Funding
8. AVL/GPS for Fleet
9. Training and Development: Funding
10. Water Reuse Line Extension for City Parks
11. Security Camera System: Standards, Funding
12. Compensation Study and Funding
13. Parks Service Level: Evaluation, Direction, Funding
14. CRA Action Plan 2015 – 2016
15. Fire Specialty Tools and Equipment Replacement Plan: Funding
16. Interlocal Service Delivery Boundary Agreements (ISBA)
17. Police – Community Relations: Evaluation, Direction, Action Plan
18. City Wellness Clinic: Funding
19. Shade Covers on Playground: Policy, Funding

# Goal 5

## Positive And Exciting Boynton Beach Image: "Curb Appeal" To Reputation

### OBJECTIVES

1. More attractive, well maintained streetscapes, medians, and parks
2. Have new developments with enduring and high performance architectural designs and themes
3. Have City leaders presenting a positive image and being positive advocates for the Boynton Beach community
4. Have the City of Boynton Beach recognized for examples of best practices and innovative programs in local government
5. Brand Boynton Beach: "Catch a Wave, Catch a Fish, Catch your Breath; Breeze into Boynton Beach, America's Gateway to the Gulfstream"
6. More attractive, distinctive gateways and entrances to Boynton Beach

### MEANS TO RESIDENTS

1. Residents taking pride in Boynton Beach
2. More beautiful City
3. Protection of the community's interests through City advocacy
4. More reasons to make your home in Boynton Beach
5. Greater pride in property appearance
6. Protection of property values

## **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Funding for maintenance for current and new City buildings
2. Supporting community events and festivals that bring the community together
3. Collaborating for eco landscape with Galaxy Elementary School and other Magnet Schools, Community Caring Center, Schoolhouse Children's Museum, Boynton Beach Arts District
4. Cultural difference within the community
5. Working together as a City Team with a focused vision, mission and goals
6. Funding for beautification projects
7. Creating a more bicycle/pedestrian friendly City

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Litter – people throw and let others pick it up
2. Irresponsible property owners who are not maintaining their properties or investing in upgrades
3. Marketing the Boynton Beach brand and the arts
4. Overcoming Boynton Beach past reputation and history
5. Funding of public art projects and programs not funded by Public Art Ordinance

## **POLICY ACTIONS 2015 – 2016**

- 5.1 Streetscapes and Medians: Direction, Funding Top Priority
- 5.2 Greenways/Blueways and Trails Master Plan

## **MANAGEMENT ACTIONS 2015 – 2016**

- 5.3 Climate Action Plan: Update Top Priority

## **MANAGEMENT IN PROGRESS 2015 – 2016**

- 1. Galaxy Scrub Project
- 2. GHGE Inventory
- 3. AiPP Vision/Master Plan: Update
- 4. 2017 International Kinetic Art Exhibit

## **MAJOR PROJECTS 2015 – 2016**

- 1. Median: Federal Highway
- 2. Median: Congress Avenue
- 3. Median: Seacrest
- 4. Median: 4<sup>th</sup> Street
- 5. Hester Park Landscaping: Upgrade
- 6. Trash Receptacle Plan for Bus Stops and Bus Shelters

## **ON THE HORIZON 2016 – 2020**

- 1. Shade Sails at Boynton Beach Oceanfront Park/Promenade: Replacement
- 2. “Good Neighbor” Policies/Standards for Utilities (Water Quality, Odor Control, Landscaping, Construction Standards)
- 3. Code Changes/Sun Setting/Non Conforming Feature (CRA/Major Corridor)
- 4. Landscape Code: “Best Practice” Review/Refinement, Requirement
- 5. Green Building Program/Code: Update (Commercial)
- 6. HERO Financing Program: Residential Home Energy Renovation Opportunity
- 7. Native Habitats Promotion: Evaluation, Report with Options, Funding
- 8. Congress Corridor Beautification Plan: Projects, Direction
- 9. Galaxy Scrub Project
- 10. Citywide Beautification Project

# **CITY OF BOYNTON BEACH ACTION AGENDA 2015 – 2016**

# *City of Boynton Beach* *Policy Agenda 2015 – 2016*

## **TOP PRIORITY**

**Old High School: Direction**  
**Streetscapes and Medians: Direction**  
**Ocean Breeze East Development**  
**Cottage District Development**  
**Town Square Development**  
**1 Ocean Avenue: 1<sup>st</sup> Class Hotel**

## **HIGH PRIORITY**

**Community Policing in Downtown/HOB**  
**Downtown Parking: Land Acquisition, Structure**  
**City Economic Development Program**  
**Police Headquarters Building**  
**Consolidated CRA Plan**  
**Police/Fire Service Study**

# *City of Boynton Beach* *Management Agenda 2015 – 2016*

## **PRIORITY**

**Code Compliance/Enforcement Report**

**Future Land Use Map: Ordinance**

**Pension Reform**

**Labor Contract: Fire**

**FEC Corridor Improvement Project**

**Climate Action Plan: Update**



# *City of Boynton Beach* *CRA Agenda 2015 – 2016*

## **TOP PRIORITY**

**Ocean Breeze East Development**

**MLK Corridor Revitalization**

**Model Block Development**

**Cottage District Development**

**Consolidated CRA Plan**

**Downtown Parking: Land Acquisition, Structure**

## **HIGH PRIORITY**

**FEC Corridor Improvement Project: Design**

**Clean and Safe Program**

**1 Ocean Avenue: 1<sup>st</sup> Class Hotel Development**

**Arts Area on Ocean Avenue: Assistance to Property Owner**

# ***City of Boynton Beach Management in Progress 2015 – 2016***

**Police Adopt a Cop Program**

**CRS/NFIP Modifications**

**Smart Water Program: Expansion (22 Neighborhoods)**

**2016 Celebration of Conrad Pickel**

**HOB Wells Avenue Research**

**Police Leading Awesome Youth (PLAY): SOP**

**Recreation Programs/Events Sponsors: Monthly Event**

**Historic Preservation Events and Awards**

**Arts Area on Ocean Avenue: Assistance to Property Owner**

**All Aboard Florida: Quiet Zone Agreement, Quiet Zone Construction**

**Small Business Development Program**

**New Business Guide: Development**

**Development Atlas: Update**

**Stormwater Conveyance GIS Mapping**

**Fire Equipment Replacement Plan**  
**Golf Equipment Replacement: Funding**  
**Departmental Strategic Plans**  
**Police Reorganization**  
**Banking Services**  
**Police “Career Track” Program**  
**Advisory Boards Review**  
**Electronic Packets for Candidates**  
**Electronic Patient Care Reporting**  
**BenTek: Implementation**  
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**ITS Strategic Plan: Update**  
**City’s Teleworks IVR System: Replacement**  
**Police Quarter Master System**  
**Employee on Site Medical Clinic**

**“State of the City”: Enhancement**

**Risk Master: Reconfiguration**

**Communications Audit (by Department)**

**Government Transparency: Action Plan**

**GIS Strategic Plan: Update**

**Police Customer Service Survey**

**Police Field Training Program (Sergeants)**

**Police Early Warning System**

**Recreation and Parks: Re-Accreditation**

**AP on Communications: Review/Revision/New Policies and Emergency Management  
Communications Plan**

**Online Storage of Social Media Outlets: Research  
e Mail Newsletter**

**Customer Service Action Plan: Implementation Utility Billing Presentment and System  
Fuel Management System**

**Public Records Software Program**

**Video Meetings and Events: Contracting Review**

**Employee Health Long Term Care: Education**

**Automated Time Management System (Utilities and Solid Waste)**

**Managements Orientation Program**

**Human Resource Policy: Review**

**Cemetery Mapping**

**Supervisory Training Program**

**Comprehensive Review of Human Resources Policy**

**Citywide Diversity Awareness Training**

**Library Digitization: Southwest Florida Library Information Network (SEFLIN)**

**Long Term Utility Optimization and Master Plan**

**Landfill Closure: Study and Plan**

**Education Initiative Team: Mission, Project**

**Classifications: Review**

**Galaxy Scrub Project**

**GHGE Inventory**

**AiPP Vision/Master Plan: Update**

**2017 International Kinetic Art Exhibit**

# ***City of Boynton Beach***

## ***Major Projects 2015 – 2016***

**Reclaimed Water System: Phase 1 – Projects**

**High Point Reuse Expansion Project**

**Tennis Center: Light Poles Replacement**

**Tennis Center: Restrooms (ADA)**

**North and South Federal Highway Entry Way Signage**

**Ocean 500 off Site Pipe Upsizing (Developer Driven)**

**Harbor Estates Water, Wastewater and Stormwater Upgrades**

**Stormwater Upgrades**

**Model Block Water and Sewer Improvements**

**Water Treatment Capacity: Upgrade**

**Central Seacrest Phase II Neighborhood Utility Improvement Project**

**SW 23<sup>rd</sup> Avenue Stormwater Improvements: Design**

**Silverwood Estates Forcemain Extension (Developer Driven)**

**Marina Building: Demolition**

**East Ocean Avenue Lighting Project**

**4<sup>th</sup> Street Parking: Construction**

**Golf Course Bunker Renovation**

**Landfill Cap Repair**

**Accessible Non Motorized Vessel Launch Facility Purchase and Installation**

**Raw Water Main – Segment C**

**Utility Facilities Landscaping**

**Lift Station 317 Upgrade**

**Lift Station 309 Upgrade**

**West Water Plant Membrane Replacement**

**Phone System: Upgrade**

**Median: Federal Highway**

**Median: Congress Avenue**

**Median: Seacrest**

**Median: 4<sup>th</sup> Street**

**Hester Park Landscaping: Upgrade**

**Trash Receptacle Plan for Bus Stops and Bus Shelters**

